

ECORA RESOURCES PLC

DIVERSITY, INCLUSION, AND EQUAL OPPORTUNITIES POLICY

1. Our commitment to diversity, inclusion and equal opportunities

- 1.1 Ecora Resources PLC (“**Ecora**” or the “**Company**”) is committed to equality of opportunity and diversity in the workplace to create and maintain a positive working environment that reflects our values - Sustainability, Integrity and Respect, Diversity and Collaboration. The board of directors (the “**Board**”) and senior management of Ecora recognise the importance of diversity and inclusion to the long-term sustainable success of the Company. As an equal opportunities employer, all personnel are treated with equality, without regard to race, colour, gender and gender identity, sex or sexual orientation, age, physical or mental disability, family, marital or civil partner status, pregnancy, maternity or paternity, nationality, ethnic or national origin, religion or belief and any other protected ground (“**Protected Characteristics**”).
- 1.2 Ecora considers true diversity to encompass and make good use of differences in the skills, regional and industry experience, background, race, gender and other attributes of all its personnel.
- 1.3 At Ecora, we are committed to:
- (a) creating an inclusive environment where every colleague is valued and respected for who they are and has the opportunity to fulfil their potential;
 - (b) striving for diversity by making our appointments to the Board, Executive Committee, senior management and throughout the business on merit and against objective selection criteria to identify and recruit the most suitable candidate, regardless of any Protected Characteristics;
 - (c) ensuring all Ecora personnel and any job applicants receive equal treatment regardless of any Protected Characteristics; and
 - (d) engaging with our stakeholders to obtain a better understanding of diversity and inclusivity issues.

2. About this policy

- 2.1 This policy sets out our approach to diversity, inclusion and equal opportunities and the zero tolerance of discrimination at work. It applies to all aspects of employment with Ecora, including recruitment, pay and conditions, training, appraisals, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.

- 2.2 The Company's commitment to creating an inclusive and diverse workplace through this policy is also reflected in our Code of Conduct and is supported by Ecora's other policies, including our Non-Discrimination and Anti-Harassment Policy, our ESG policy and our Modern Slavery Statement.
- 2.3 This policy applies to all Ecora employees, directors, officers, consultants, contractors, applicants, temporary workers, casual workers, workers and agency staff and all members of the Group (consisting of all directly or indirectly wholly owned subsidiaries of Ecora) ("**personnel**").
- 2.4 This policy does not form part of any employee's contract of employment. This policy is reviewed periodically and any revisions necessary are made from time to time.

3. Who is responsible for this policy

- 3.1 This policy is supported by the Ecora Board and Executive Committee and forms a key component of the culture at Ecora. Our Board has overall responsibility for the effective operation of this policy and for ensuring compliance with its terms. Day to day operational responsibility for this policy, including a regular review of this policy, has been delegated to the Chief Executive Officer.
- 3.2 All line managers must set an appropriate standard of behaviour, lead by example and ensure that those they manage adhere to the policy and promote our aims and objectives with regard to diversity, inclusion and equal opportunities.
- 3.3 All of our personnel are responsible for acting with integrity and respect and otherwise in accordance with our Company's values; recognising that our own personal biases may cause us unintentionally to exclude and to work hard to overcome them; and actively supporting inclusion and diversity in our teams and work environments.
- 3.4 All personnel will be given appropriate training on diversity, inclusion and equal opportunities awareness.
- 3.5 If you have any questions about the content or application of this policy, you should contact the General Counsel or Company Secretary.

4. Why is diversity, inclusion and equal opportunities important

- 4.1 Inclusion and diversity is vital for the long-term sustainable success of our business and enables the Company to:
 - (a) deliver strong performance and growth by being able to attract, engage and retain diverse talent;
 - (b) support our personnel to reach their full potential by providing a workplace where people are comfortable to be themselves and feel supported to perform at their best;

- (c) challenge and innovate to achieve the best solutions and ideas by enabling us to tap into the diverse perspectives, experiences and knowledge of our workforce and wider stakeholders; and
- (d) optimise resources and manage risk by working collaboratively and eliminating structural and cultural barriers.

5. Recruitment and promotion of Ecora employees

- 5.1 The Company's succession planning aims to bring a diverse and complementary range of skills, knowledge and experience to the Company so that it is equipped to navigate current and future challenges and maximise value from current and future opportunities.
- 5.2 The Board and the Executive Committee believe that highly qualified individuals of diverse backgrounds are vital elements in achieving strong corporate performance and governance.
- 5.3 To support this, the Board (through its Nomination committees) and the Executive Committee (as appropriate), when identifying candidates to recommend for appointment to the Company or for promotion within the Company:
 - (a) considers candidates who are highly qualified based on their experience, functional expertise, personal skills, qualities and values;
 - (b) puts emphasis on all forms of diversity regardless of any Protected Characteristics;
 - (c) engages, where appropriate, qualified independent external advisers to conduct searches for candidates based on an objective selection criteria to the Company's needs and fill any skill gaps.

6. Diversity at the Board and Senior Management Level

- 6.1 The Company recognises and embraces the benefits of having a diverse Board and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage. A truly diverse Board will include and make good use of differences in the skills, regional and industry experience, background, race, gender and other attributes of the directors. These differences will be considered in determining optimum composition of the Board and when possible, should be balanced appropriately.
- 6.2 The Nomination Committee reviews and assesses the Board composition on behalf of the Board and recommends the appointment of new directors. The Nomination Committee also oversees the conduct of the annual review of Board effectiveness.
- 6.3 The Nomination Committee ensures a formal, rigorous and transparent procedure for the appointment of any new directors of the Company. The Nomination Committee is also responsible for the Board, Executive Committee and senior management succession planning, regularly assessing the balance of skills, experience, knowledge, diversity and capacity required

to oversee the delivery of Ecora's strategy. Any appointments made to the Board and throughout the business will be made on merit and against objective selection criteria to identify and recruit the most suitable candidate, regardless of any Protected Characteristics. Any search firm engaged to assist the Board or a Board Committee in identifying candidates for appointment to the Board will be specifically directed to such selection criteria.

- 6.4 Achieving the right blend of skills, knowledge, experience and diversity to support effective decision-making is a continuing process and forms part of the annual Board effectiveness review, which also attempts to identify any skills gaps.
- 6.5 The Nomination Committee will discuss and agree annually all measurable objectives relating to Board diversity and recommend them to the Board for adoption. At any given time the Board may seek to improve one or more aspects of its diversity and measure progress accordingly.

7. Breaches of this policy

- 7.1 If you believe that you have suffered discrimination you can raise the matter through our Grievance Policy, our Non-Discrimination and Anti-Harassment Policy or directly with the Company's HR consultant as appropriate. Complaints will be treated in confidence and investigated as appropriate.